



Hartsfield-Jackson Atlanta International Airport

February 28, 2006

Dear Stakeholder:

You are interested in the success of Hartsfield-Jackson Atlanta International Airport, and you appreciate how important the Airport's nearly \$19 billion impact is to the economic strength of the metro Atlanta region. Because of your interest in our airport, I want to inform you of some of our recent achievements, along with some of our critical challenges.

In spite of uncertainties in the aviation industry, the Department of Aviation has a solid plan for ensuring that the Airport accommodates future growth and remains a world-class facility.

Our new fifth runway will open in May – on time and under budget. Considered the most important runway in America, this runway will impact the flow of air traffic throughout the national aviation system. Additionally, we have begun site preparations for our new Consolidated Rent-A-Car (CONRAC) facility which will house all Airport rental agencies in a central location for customer convenience. The fifth runway will significantly increase capacity and decrease air traffic delays, and CONRAC will also ease traffic congestion on airport roadways.

We are in the final stage of the 100% Hold Baggage Screening (HBS) project which will improve efficiency in baggage check-in by significantly streamlining the baggage screening process. Furthermore, a brighter, more inviting, energy-efficient atmosphere is on its way at the Airport as we have begun a \$61.5 million upgrade to the Central Passenger Terminal Complex, which will allow for growth.

Plans also are underway to replace Runway 8R-26L, our northern take-off runway. The pavement, much of which is more than 35 years old, has greatly exceeded its design life. This project is estimated to cost approximately \$90 million and will be constructed in the fall.

While we work to complete the expansion and upgrades of our facility, we are also focused on reaching a top level of customer service. In January, we launched Operation Clean Sweep, a campaign to actively engage the entire Airport community in cleaning up the facility to have it “opening day fresh” by the end of the year. We have also implemented a new customer service training program for all airport employees based on the *Knock Your Socks off Service* book series.

Beyond our expansion program and attention to customer service, we continue to focus on the bottom line. And, our proficient management and sound operations are not going unnoticed. We have been ranked by industry analysts as the most financially efficient airport of the Top 10 airports in the U.S. Additionally, for the past three years, we have been rated as one of the most efficient airports in the world by the Air Transport Research Society—an independent global think tank that studies airport management

It is only fitting that the busiest airport in the world and one of the most efficient would be selected to create aviation and economic development programs for CIFAL-Atlanta's Center of Excellence. CIFAL-Atlanta, a North American affiliate of the United Nations Institute for Training and Research (UNITAR), is partnering with our airport to deploy international programs for local authorities and aviation managers throughout the western hemisphere.

As you see, we have achieved major successes over the past year. However, our Airport and the aviation industry as a whole face critical challenges which, if not addressed, threaten to impede future growth and stifle customer service. We remain steadfast in our resolve to find effective solutions to several challenging issues:

- Delta Air Lines, Hartsfield-Jackson's largest carrier, faces a difficult future with analysts expecting the carrier to lose \$1.6 billion this year. We are examining varying scenarios, from worst case to best, and preparing contingency plans accordingly.
- We have exceeded pre-9/11 levels by more than 5 million passengers. In fact, our international traffic has increased 16% since our record international passenger traffic in 2000. We need additional domestic and international gates, if we are to continue to grow as we have.
- The FAA's Aviation Trust Fund is a self-supporting fund which relies in part on passenger ticket taxes. With the lower airline revenues and increased competition from low-cost carriers, fewer dollars are going into the fund. The FAA's funding authority expires in 2007. We are actively participating in efforts on the Washington level to secure the reauthorization of the Airport program, including having representation on an industry task force that is examining ways to stabilize the Trust Fund.
- Possible reductions in the number of federal staff in critical support roles, such as security checkpoint screeners, threaten safety and service for Airport travelers. We are continuously working with the Transportation Security Agency to ensure optimal staffing of our checkpoint lanes to reduce wait times and enhance customer service.

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Earlier this year, the Federal Aviation Administration crowned Hartsfield-Jackson as the busiest airport in the United States with flight operations exceeding Chicago O'Hare's. (In terms of passenger count, we have been the busiest for seven consecutive years.) We are focused on maintaining Hartsfield-Jackson's position as a premier transportation hub and committed to our mission of becoming the world's best airport as we accommodate tremendous growth.

As the general manager of the state's largest economic generator, I am committed to keeping you and other key stakeholders abreast of important developments at Hartsfield-Jackson Atlanta International Airport. We thank you for your consistent support as we fulfill our mission to become the best.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ben", is positioned above the printed name.

Benjamin R. DeCosta
Aviation General Manager